
The impact of the integration of performance evaluation and training on Human Resources Development

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Abstract:

In this research, we tried to address the problem of how the integration of the two training and performance evaluation processes contributes to the development of human resources in the organization, and through our research, we touched on the definition of human resources development in addition to the role of the effectiveness of the performance evaluation and training process in the development of the human resource. On this basis, we have divided the research into the following elements: - The first axis: a conceptual introduction to human resources development - The second axis: the effectiveness of the performance evaluation and training process in the development of the human resource Through this study we have been able to reach the following main results: - Human Resources Development is intended to help employees meet the challenges created by technological developments and other types of development in the work environment, in addition to developing their skills and behaviors to serve the goals of the organization. - The process of performance evaluation is the process of comparing the results of performance measurement with the previously defined criteria. The training process is defined as the process of learning new knowledge, methods and behaviors that lead to the achievement of the organization's goals. - The human resources function in the organization is concerned with the training process because it is of great importance on the performance of the worker or human resource, through which the human resource is provided with a set of skills, behaviors and knowledge to achieve the goals of the organization. Without forgetting that the evaluation process is a necessary process and periodically to check the success of the training process in addition to identifying the training needs of the human resource.

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1. Introduction:

The focus on human resources has become a strategic concept adopted by many organizations, as it is the true driving force in any organization and the source of all energy. The success of any achievement primarily stems from human effort.

One of the most significant impacts brought about by changes and trends in human resource management is the full commitment to and intense focus on human resource development. The human element is considered the key factor in the success or failure of an organization, as it is the cornerstone of the production process, transforming other elements into significant products. The main challenge that institutions face is not just providing the necessary workforce but rather the need to develop, enhance, and utilize the potential and capabilities of that workforce.

Training and performance evaluation are essential functions of human resource management, aimed at developing and enhancing human resources. This study seeks to address the following question:

How does the integration of training and performance evaluation contribute to the development of human resources in an organization?

1.1. ResearchHypotheses:

- Human resource development is a process of expanding human capital within the organization through training, which ensures skill enhancement and organizational effectiveness.
- Performance evaluation is one of the most important functions of human resource management, as it allows the organization to identify strengths and improve them, address weaknesses, and determine training needs.
- Performance evaluation is a necessary and periodic process to assess the success of training programs and identify the training needs of human resources.

1.2. ResearchObjectives:

- To clarify the concept of human resource development within organizations.
- To determine the importance of the human resource evaluation process for both the employee and the organization.
- To explain the relationship between training and performance evaluation in the development of human resources.

1.3. Research Importance:

- Human resource development increases the knowledge, skills, and abilities of the workforce capable of contributing to the organization.
- The importance of performance evaluation lies in enhancing efficiency, improving communication between managers and employees, maintaining supervision, identifying obstacles and problems faced by employees, improving performance, and determining training needs, ensuring fairness in treatment.
- Performance evaluation contributes to assessing the success of training programs and identifying further training needs, highlighting the complementary relationship between the two processes.

1.4. Methodology:

This research relies on summarizing scientific literature on human resource development in the first part, and in the second part, we apply this literature to examine the role of performance evaluation and training in developing human resources, using a descriptive-analytical approach.

1.5. Research Structure:

- **First Chapter:** Conceptual Framework for Human Resource Development.
- **Second Chapter:** Effectiveness of Performance Evaluation and Training in Human Resource Development.

Chapter One: Conceptual Framework for Human Resource Development

2.1. Definition of Human Resource Development:

Human resource development refers to assisting employees in facing challenges created by technological advancements and other developments in the work environment. Its aim is to help human resources adapt to new demands, achieving the required job performance levels necessary for survival and maintaining competitiveness (Abdul Rahman, Strategy of Human Resource Investment in Arab Institutions, 1996, p. 40).

- Human resource development is defined as any organized scientific effort made to maximize the utilization of human resources within an organization. This ensures an improvement in knowledge levels as part of the investment in human capital, transitioning from the current situation to the targeted one, continuously (Abdul Rahman, 1994, p. 133).
- Therefore, human resource development is a practical system for expanding human capital within the organization through training, which works to improve skills and attitudes at all individual levels, thereby increasing organizational effectiveness (Hatem bin Salah, 2012, p. 446).
- In summary, human resource development is the process of increasing knowledge, skills, and abilities in the workforce capable of working across various fields. These employees are selected based on various tests aimed at maximizing their productivity. The importance of human resource development lies in the following points (Riyadh & Ben, 2007, p. 40):

- Enhancing the value of human assets within the organization.
- Providing an alternative to recruitment by qualifying current employees for vacant positions.
- Creating potential leaders for the future of the organization.
- Reducing employee turnover by retaining motivated individuals who are interested in their positions, offering them opportunities for development and acquisition of required competencies and behaviors.

2.2. Objectives of Human Resource Development:

Human resource development aims to achieve a range of objectives (Ararour, 2011, pp. 164-165):

- **Increase job mastery and improve employee performance:** Continual renewal and improvement of human resource knowledge inevitably leads to a higher level of performance skills compared to previous levels, reflecting a deeper interaction between the employee's capabilities and the work environment, resulting in more precise performance.
- **Enhance effectiveness by developing positive attitudes:** Renewing and updating the knowledge base of human resources positively impacts their values towards the organization, building an organizational culture. This increases their connection to the organization and raises their sense of belonging.
- **Reduce professional errors and workplace accidents:** Vocational training provides in-depth knowledge of work-related topics, performance methods, and tool maintenance, making these aspects clear and manageable for human resources, resulting in safer and more secure performance.
- **Create organizational dynamism:** Sequential and periodic training activities for all human resources across various organizational levels generate movement and activity in the professional life within the organization.
- **Implement a quality management system:** Many organizations aim to apply quality concepts and standards in their outputs. Quality is based on processes such as commitment, leadership, and organizational structure, creating a climate of trust and encouraging cooperative work. Employees are given a wide space for participation, ensuring continuous improvement of products and services that meet the expectations of both internal and external clients, helping the organization achieve its true objectives.
- **Increase the need for scientific research and apply knowledge theories** in the planning and execution of various human capital investment projects.

2.3. Strategic Options for Human Resource Development:

Organizations face many challenges and changes due to the rapid developments in the environments in which they operate. This necessitates employing highly skilled and competent human resources to cope with these fast-paced changes. There are several alternatives available to the organization (Hoda&Shamya, 2017, p. 175):

- **Compliance or Creativity of Human Resources:** Organizations may require their human resources to comply with rules and policies to achieve their goals, which can lead to correcting and improving human resource behaviors and performance, ultimately contributing to creativity.
- **Training Human Resources or Hiring Skilled Employees:** Some organizations invest in training and developing their human resources, spending time, effort, and money to improve their skills and competencies, while other organizations prefer to hire highly skilled and competent employees.
- **Improving Performance or Replacing Poor Performers:** This strategic option involves two issues: training and replacement. The first relates to the cost of training and the desired job performance outcomes, while the second relates to the realization that poor performance may require not only training but retraining. Employees have the right to receive guidance, training, and retraining if they wish to overcome performance weaknesses. However, in cases of repeated poor performance and continued subpar results, the organization has the right to terminate the employee's employment.

2.4. Approaches to Human Resource Development:

Human resource development revolves around four key elements: training, career path, management development, and organizational development. Here's a brief overview of each:

- **Training:** This is the core focus of our study and will be discussed in detail in the second chapter.
- **Management Development:** Defined as a planned and continuous activity aimed at developing managerial behavior and enhancing managers' capabilities. It involves not only improving the current managerial staff's abilities but also preparing future managers by equipping them with the skills needed to take on leadership roles in the future (Al-Fartas, 2011, p. 27).
- **Career Path:** A career path refers to the series of job changes an employee experiences throughout their professional life, including career advancements and successes that lead to higher positions with greater responsibilities (Aqili, 2005, p. 32).
- **Organizational Development:** Defined as a planned and continuous effort to change the organization to make it more efficient and focused on human aspects. It uses knowledge from behavioral sciences to develop an organizational culture that relies on self-assessment and readiness for change. The focus is on group processes and interpersonal relationships (Maher, 2003, p. 412).

1.5. Human Resource Development Strategies:

The key policies for human resource development can be summarized as follows (Al-Fartas, 2011, pp. 18-21):

- **Individual Learning Strategies:** These strategies focus on identifying individuals' needs for knowledge, skills, and behavioral attitudes necessary to improve performance. They involve designing appropriate activities to

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provide learning opportunities and ensuring mechanisms are in place to transfer the acquired expertise to the workplace.

- **Organizational Learning Strategy:** This strategy involves changing the organization's systems and methods in various aspects, based on knowledge gained from previous experiences and practices.
- **Evaluation Policies:** One of the most critical human resource development policies, evaluation policies define the standards for judging an individual's work performance and serve as an important tool for directing other policies.
- **Human Resource Qualification Strategy:** This is a crucial step in human resource development and contributes to:
 - Reducing employee turnover, especially among new hires, by creating job satisfaction and a sense of comfort, leading to higher performance and better integration in the workplace.
 - Ensuring that the organization provides accurate and correct information to its human resources regarding their roles and job benefits.

Reducing the burden on direct supervisors by relieving them of the responsibility of training new employees, allowing them to focus on their core tasks.

2.6. Strategic Stages of Human Resource Development:

The process of human resource development goes through several strategic stages, which include:

- **Identifying Training and Development Needs and Methods:** This stage involves determining the required competencies, behaviors, and skills that the organization aims to develop.
- **Strategic Planning for Human Resource Development:** This involves creating a detailed plan for how to achieve the development goals, aligning with the organization's broader strategic objectives.
- **Designing a Human Resource Training and Development Program:** The training and development program is designed in sequential stages, represented by the acronym **N.G.C.M.I.P.C.T**, which stands for the following phases in the model:
 - **N:** Needs assessment.
 - **G:** Goal setting.
 - **C:** Content development.
 - **M:** Method selection.
 - **I:** Implementation.
 - **P:** Program execution.
 - **C:** Continuous monitoring.
 - **T:** Training evaluation.

This model ensures a structured approach to human resource development, facilitating the design and execution of effective training programs.

- **Needs Specification:** Identifying the training and development needs.
- **Goals Setting:** Establishing the objectives of the program.
- **Curriculum Design:** Designing the curriculum for the program.
- **Method Determination:** Deciding on the appropriate methods for delivering the training.
- **Instructor Selection:** Choosing the right trainer or instructor.
- **Technique of Program:** Determining the techniques and tools to be used in the program.
- **Contemporary Evaluation of Training and Development Programs:** This phase is crucial in assessing the success of the training program in developing human resources. It helps to determine how well the program has met its goals and contributed to improving the skills and competencies of the workforce.

Chapter Two: The Effectiveness of Performance Evaluation and Training in Human Resource Development

3.1. Performance Evaluation of Human Resources

3.1.1 Definition of Employee Performance Evaluation:

The definitions of performance evaluation vary among authors and researchers. Here, we will present some of the most common definitions.

Some researchers define performance evaluation as follows (Al-Fartas, 2011, p. 53):

- Defining the project's objectives and its functional units, and assigning roles within it.
- Establishing acceptable performance levels to achieve these objectives.
- Selecting and applying the system used for performance evaluation.
- Comparing performance measurement results with predefined standards.
- Identifying significant differences between actual results and set targets to improve work processes or standards.

Researcher Gary Dessler defines performance evaluation as the process of assessing an employee's current or past performance relative to their performance standards (Dessler, 2003, p. 322):

- Setting work performance standards.
- Evaluating the actual performance of employees.
- Providing feedback to employees, encouraging them to either overcome performance deficiencies or maintain and exceed current performance levels to meet or exceed the desired standard.

3.1.2 Importance of Employee Performance Evaluation:

The importance of performance evaluation is significant for employees, supervisors, and the organization. Below is a brief overview of its importance (Al-Fartas, 2011, p. 58):

- Importance for Employees:

- Increases the employee's sense of responsibility.
- Improves and develops performance.
- Identifies training needs as a means of ensuring fair treatment.

- Importance for Supervisors:

- Enhances efficiency.
- Improves communication between supervisors and employees.
- Ensures continuous supervision and monitoring.

- Importance for the Organization:

- Identifies employee challenges and obstacles.
- Reduces employee turnover rates.
- Facilitates human resource planning.
- Uncovers management issues.
- Provides oversight and guidance for supervisors.

3.1.3. Methods of Performance Evaluation:

There are both traditional and modern methods for evaluating employee performance. Some of the key methods are briefly outlined below:

- **Ranking Method:** This method involves ranking employees in a hierarchical order based on their level of competence, either from best to worst (excellent to weak) or vice versa.
- **Comparison Method:** This method improves upon the ranking method by comparing pairs of employees. Each employee in a specific group is compared to others within the same group, making the process more accurate. This method is based on the concept of a normal distribution, where the evaluator writes the names of all employees on separate cards, and then groups them after comparing their performance.
- **Forced Choice Method:** In this method, the evaluator selects two statements from a set of four that describe a particular characteristic of the employee, where one describes a desirable trait and the other an undesirable one. This method helps reduce bias in evaluation as the evaluator is unaware of the weight assigned to each choice.

- **Critical Incidents Method:** The evaluator records both positive and negative incidents related to the employee's performance during the evaluation period. These records are used to provide a clear indication of the employee's performance effectiveness.

3.2. Human Resource Training:

3.2.1. Definition of Training:

Training is defined as a process of learning new knowledge, methods, and behaviors that lead to changes in job performance (Hamadouche&Hawas, 2021, p. 560). Training is also described as a learning process involving the acquisition of skills, concepts, rules, and attitudes to enhance an individual's performance (Adly Ali, 2003, p. 53). Additionally, it is considered an organized development of knowledge, skills, or behaviors required by an individual to efficiently perform their duties (Others, 1997, p. 137).

Training should be given importance whether it's related to adopting new processes, supporting the use of specific technology, working in teams, or exercising greater authority in decision-making. In all these cases, individuals need to acquire new skills and competencies. This need for training is essential, as it plays a significant role in human resource development and is one of the most successful investments in achieving organizational goals (Goufi, 2017, p. 84).

3.2.2. Phases of the Training Process:

The training process goes through several phases, which are:

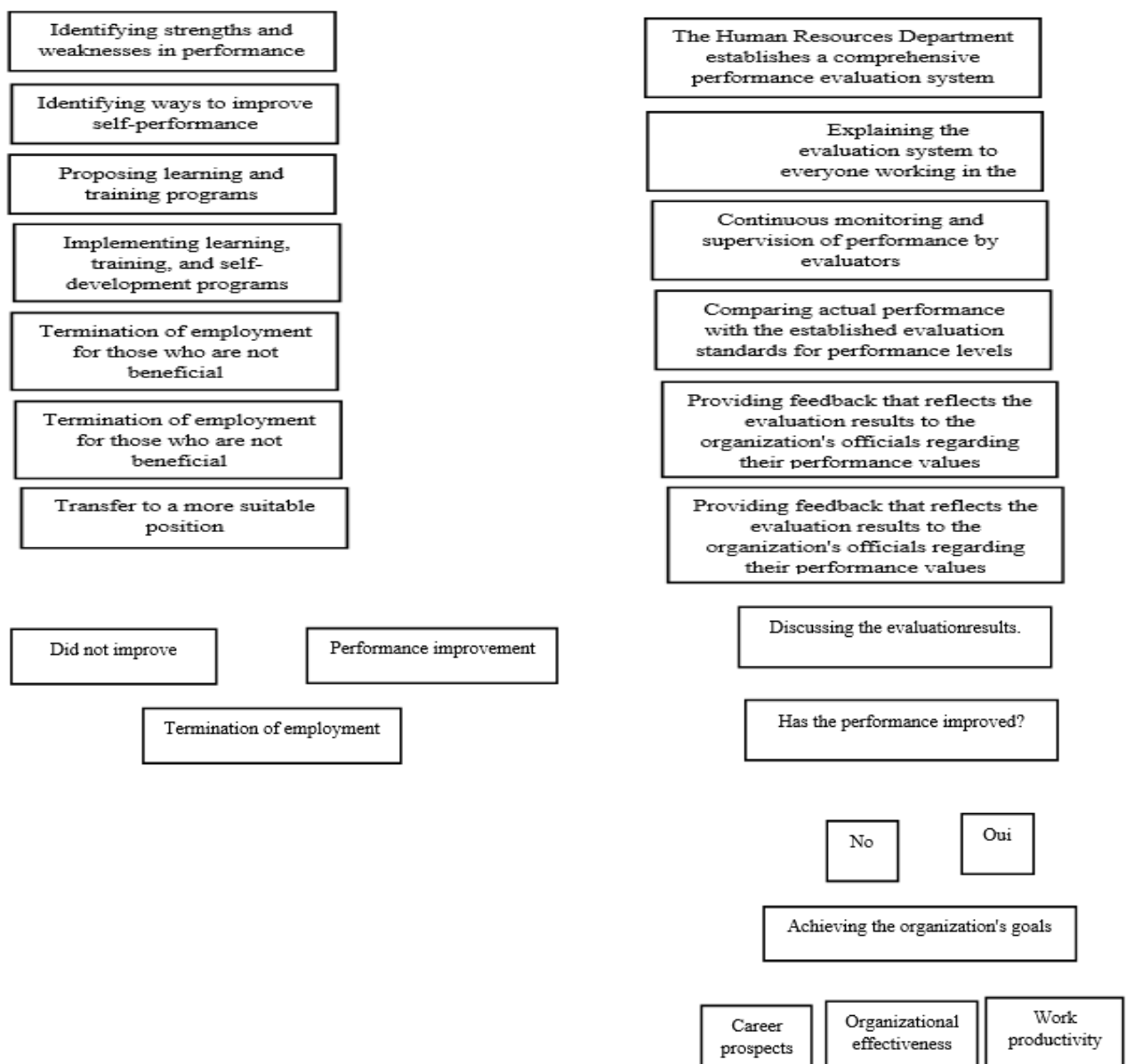
- **Needs Assessment:** This phase involves identifying the changes required in employees' knowledge, skills, attitudes, and behaviors to enhance their performance and address challenges in their work (Al-Sayed, 2001, p. 23).
- **Selecting or Designing Training Programs:** A training program is a set of organized activities aimed at providing employees with various skills to achieve the organization's future strategies (Bin Aishi& Bin Aishi, 2018, p. 75). The process of selecting and designing training programs transforms training needs into practical steps by designing a program that addresses the identified gaps in knowledge, skills, or behavior (Hamadouche&Hawas, 2021, p. 561).
- **Choosing Trainers:** Selecting qualified trainers who can effectively deliver the training.
- **Selecting the Location and Time for Training:** Deciding where and when the training program will take place.
- **Choosing Appropriate Training Methods:** Selecting the most effective training techniques that suit the program's objectives and the participants' needs.

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- **Implementing the Training Program:** This phase involves disseminating sufficient information about the training, distributing manuals and brochures to all relevant parties, and ensuring that all stakeholders are informed in advance about the training schedule.
- **Evaluating the Training:** This phase aims to measure the effectiveness and efficiency of the training plan, assess how well the goals have been achieved, and identify areas of strength and weakness (Hamadouche&Hawas, 2021, p. 561). Evaluation is an integral part of the training process, and it involves using procedures to measure the effectiveness of the training programs and the extent to which they have achieved their objectives. It also assesses the trainees' competence and the improvements made through the training (Daden, 2022, p. 555).

3.3 The Role of Performance Evaluation and Training in Human Resource Development:

3.3.1. Employee Performance Evaluation System:



Source: Amr Wasfi – Workforce Management – Zahran Publishing and Distribution House – Amman – 1996, p. 364

The previous figure can be explained through the following points (Al-Furtas, 2011, p. 81): This mechanism involves the Human Resources department establishing a set of scientific principles, rules, and procedures that must be applied by anyone assigned to evaluate the performance of others, and these aspects are mandatory.

- Explanation of the Evaluation System for Those Involved in the Evaluation Process:

The purpose of the evaluation system must be explained to everyone involved, ensuring that all parties understand the system's objectives and dimensions. Evaluators compare actual performance against the set evaluation criteria to identify areas of weakness and strength. The evaluators then compile a final performance report, presenting it as feedback results. Evaluators also conduct personal interviews with those whose performance has been evaluated to explain the assessment and agree on a future plan for improving their performance.

After discussing the evaluation results and implementing development and improvement programs, performance is expected to improve. Individuals who show no potential for improvement are terminated, while those who show promise are transferred to more suitable positions. If their performance in the new position is still unsatisfactory, they are ultimately let go.

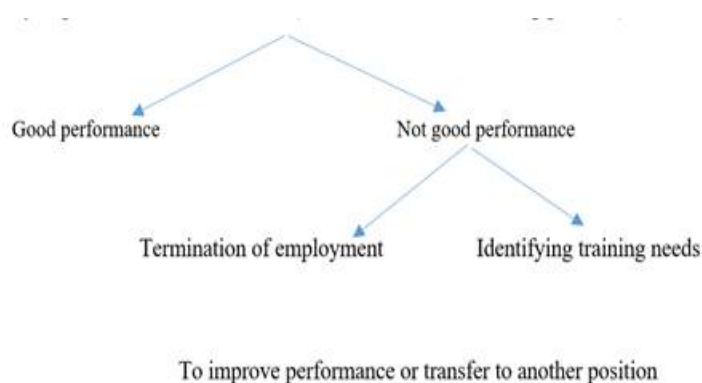
3.3.2. The Complementary Relationship Between Performance Evaluation and Training:

As previously discussed, the various stages of training were outlined, with the final stage being the evaluation and assessment of training. This stage aims to measure the effectiveness and efficiency of the training plan, assess the degree to which it meets its predetermined goals, and highlight areas of strength and weakness. Evaluation provides the feedback necessary to make training a cyclical process. To clarify further, the following steps illustrate this process :

- A worker with poor performance (low skills and competence)
- Human resources performance evaluation of the worker and identification of training needs
- Determination of the appropriate training program for the worker
- Implementation of the training program

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Employee performance evaluation (Evaluation of the training process)



It is evident from the figure that the evaluation process is a criterion for determining the success of the training process. At the same time, the content of the training program cannot be determined without evaluating the employees' performance to identify their strengths and weaknesses. This means there is an interdependent and complementary relationship between training and evaluation, as the success of the training process cannot be determined without evaluating the trained employee, and the content of the training program cannot be formulated without assessing the employee to identify their strengths and weaknesses.

However, in some institutions, the evaluation process is not necessarily an assessment of the training process. Instead, employees can be evaluated during courses to assess their performance and reward them for their good work and contribution to the organization.

From the above, we can conclude that evaluation plays a role in:

- **Determining training needs:** This involves identifying the skills, competencies, and knowledge that need to be developed and improved.
- **Designing the training program:** This involves determining the type of skills the employee will be trained on, such as communication skills, as well as the topics that the employee will study.
- **Evaluating the training process:** Here, the employee's performance is evaluated using various methods employed by the human resources department to determine the extent of the employee's understanding of the training program content.

3.3.3.The role of training and evaluation in human resource development within the organization:

The human resources function within the organization focuses on training due to its significant impact on employee or human resource performance. Through it, the human resource is equipped with a set of skills, behaviors, and knowledge to achieve the organization's objectives. Additionally, the evaluation process is essential and must be conducted periodically to assess the success of the training process and identify the training needs of the human resource.

It can be said that both training and evaluation play a significant role in developing the human resource, ensuring the organization achieves its goals of profitability and sustainability in the face of environmental changes and challenges. This impact is reflected in the following points (Khmili, p. 73):

- Identifying and highlighting the strengths and weaknesses of individuals concerning their current job responsibilities and providing feedback for self-assessment.
- Raising and improving employee performance in both quantity and quality.
- Developing strategies for individuals to achieve their goals or the organization's objectives.
- Instilling new behaviors in individuals that align with the organization's strategy.
- Strengthening employees' morale.
- Enhancing interpersonal relationships and guiding their directions.
- Fostering employees' organizational loyalty.
- Reducing absenteeism and turnover rates.
- Promoting research and innovation at work.
- Contributing to knowledge management within the organization.

4. Conclusion:

After addressing the issue, we reached the following conclusions:

- ✓ Human resource development refers to helping employees face the challenges created by technological advancements and other types of developments in the work environment. It also aims to assist them in adapting to new requirements to achieve the necessary performance levels for survival and maintaining competitiveness.
- ✓ Some researchers view performance evaluation as a process of defining the objectives of the project and its functional units, assigning individuals to them, determining the acceptable levels for achieving these objectives, selecting the system used for performance evaluation, applying it, and comparing the performance measurement results with the previously established standards.
- ✓ Training is defined as a process of learning new knowledge, methods, and behaviors that lead to changes in the employees' ability to perform their jobs.
- ✓ The human resources function within the organization places great importance on training due to its significant impact on employee or human resource performance. Through it, human resources are equipped with a set of skills, behaviors, and knowledge to achieve the organization's goals. Additionally, the evaluation process is essential and must be conducted periodically to assess the success of the training process and to identify the training needs of the human resource.

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